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## MEMORANDUM FOR THE RECORD

SUBJECT: SSCI Personnel Review Team Meeting with [ ]  
Director, Office of Communications

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1. Today [ ] and others from the Office of Communications briefed Gary Moore and Tom Schultz, GAO detailee on the SSCI personnel review team on the pay banding experiment being conducted by that office. [ ] Office of Personnel and the undersigned also attended. [ ] them a quick run-down on the mission, function, personnel and budget of the office.

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2. [ ] continued by outlining the advantages the office sought in undertaking the pay banding experiment. He said that the purpose of the experiment is to link performance to reward in a timely fashion. He explained the components of the system and gave details on the pay structure. He said that the first part of the experiment converted communicators to a four band system in January 1985. Prior to the conversion there had been extensive briefing of all concerned and coordination with the Office of Personnel. He explained procedures for rewards and the personnel evaluations that were used. Following the evaluations an attitude survey was taken, the results of which were reviewed by a task force. Recommendations for improvements in 1986 in the system were based on the results shown in the survey. He added that electronic technicians were added to the system in mid-1986. Schultz asked if there was an appeal process and [ ] and others explained the various avenues open for an employee to appeal under the system.

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3. [ ] OMS explained the results of the attitude surveys. She said that the first survey showed a favorable response to the experiment and that subsequent surveys have been more strongly favorable. She added that the percentage of responses was unusually high. Recommendations were made for improvements based on attitudes revealed by the surveys.

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4. [ ] an OTE officer detailed to the office, explained the two management training courses that the office has developed. They are designed for first line and mid-level managers and will train more than 500 managers

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over the next two years, a very ambitious program. [ ] explained that while the Agency is standing down at present on management courses the Office of Communications felt that it had to proceed with their program for their managers.

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5. [ ] provided details on the simulation modelling that he did to project the costs of the experiment. Next he outlined the actual 1985 costs of the experiment, pointing out that they were similar to what would have been the case under the GS system. He noted throughout his briefing that the management of the experiment was a continuing development and that as an example, there were refined objectives for 1987 for the communicators.

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6. Schultz had a few questions on whether there was a provision for high level non-managerial technical slots. [ ] and others explained the philosophy of their office on this issue. In response to his question [ ] said that we are experiencing an increase in the number of communicators and electronic technicians that we are recruiting but it is difficult to make an association between the increase and the pay banding experiment. Applicants have responded favorably, however, when the system was explained to them. [ ] also explained some of the steps the office is taking in coordination with the Office of Personnel to expedite processing through the use of up front polygraphs. He also noted that the attrition rate for electronic technicians is down possibly because of the effect of the pay banding. Moore and Schultz appreciated the briefing and requested a copy of the viewgraphs which Wallace agreed to provide.

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